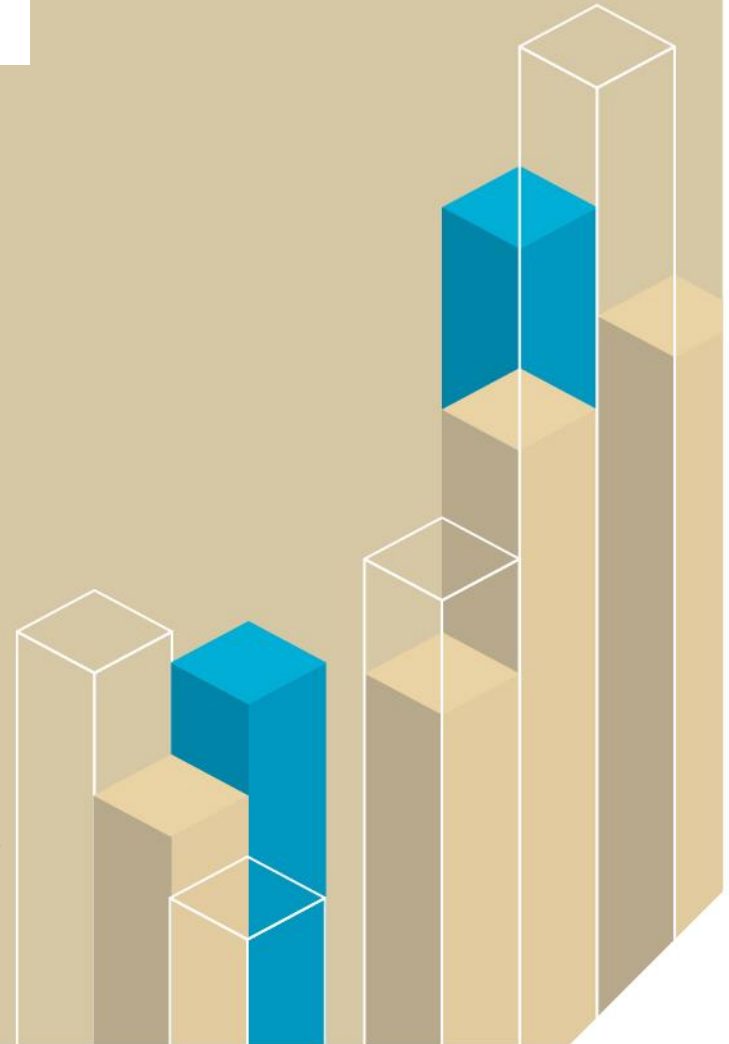




International Seminar on Strategic Planning and Project Management in Central Banking

The 18-year experience of
the Central Bank of Brazil
with project management:
achievements and challenges
in PMO implementation.

July 2022



THE PAST - Retrospective

July 2022



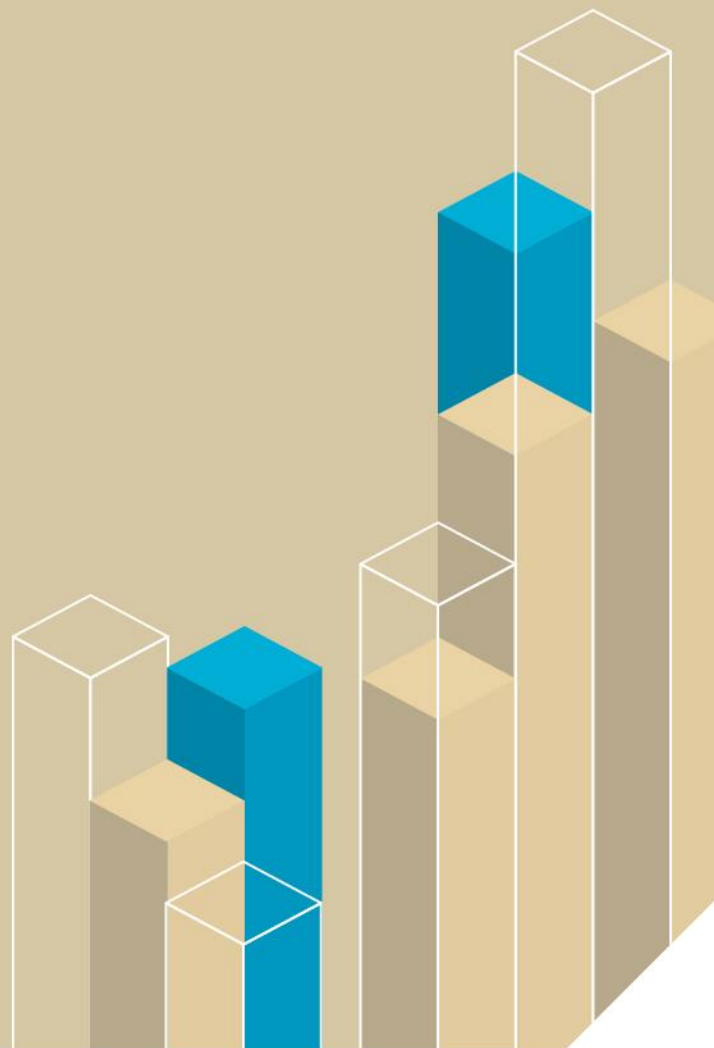
PMO History

- Its activities officially began in 2004.
- Originally, the PMO was a management unit attached to the BCB's presidency, but it became a department of the Administration Area.
- From the beginning, support from decision-makers.
- Few knew about "project management".
- We had access to a budget fund for exclusive use in the development of corporate projects.
- Rigid, complex and extensive methodology.
- Priority focus on classic performance indicators: CPI and SPI.
- Project portfolio reached more than 100 projects.
- We had as many as 12 servers assigned to the PMO.
- Unnecessarily complex software.
- More controllers than solvers.

THE PRESENT

1. General Characteristics
2. Governance
3. Methodology
4. Software

July 2022



1. General Characteristics

- PMO in a department linked to the presidency (best practice).
- Efficient structure: 1 head, 2 specialists and 1 responsible for the back office.
- PMO team focused on delivering solutions (autonomy).
- Project managers are located in technical areas.
- It is possible to track CPI and SPI through the software, but we focus on the **benefits** generated.
- Strategic portfolio 2022: 1 Program (4 projects) and 28 Projects.

2. Consolidated Governance

Board of Directors
(president and directors)

Strategic Management Committee

Executive Committee



PMO

IT PMO

Project managers

Board of Governors
Governor's Direct Support Offices
Special units
Headquarters
Regional Management Offices

BCB Organizational chart

Technical and Administrative Authority ———>
Technical Authority - - - - ->
Deliberative Authority - - - - -



3. Methodology

- Simple and objective
- Main Normative with:
 - General rules
 - Competencies
- Secondary Normative with:
 - Procedures
 - Operating rules
- Theoretical basis: PMBOK, MSP, Agile, Scrum, Prince 2, etc. (worldwide state of the art).
- 100% audited

4. Software

- Previous: PPM (MicroFocus) - tailored for BCB, good but complex
- Current: SGPro - in house solution - agile, simple, focused on our methodology and needs.

4. Software (in house) - SGPro

The screenshot displays the SGPro (Sistema de Gerenciamento de Projetos) interface. At the top, the header includes the Banco Central do Brasil logo, the user name 'SECRE.BOROS', and the system title 'SGPro - Sistema de Gerenciamento de Projetos'. The main content area is titled 'Detalhamento do projeto' and features a summary for the 'Museu virtual' project. Key details include the project manager (KARLA SANTOS DE SA VALENTE), the responsible person (BIANCA VIANA KIVEL), the start and end dates (07/2021 to 07/2024), a 12% completion rate, a 36-month duration, and a total budget of R\$ 141.600,00. A secondary section provides a detailed breakdown of project information, such as the project title 'Primeiro museu virtual de economia da América do Sul' and the current duration of 36 months. A sidebar on the left offers navigation options like 'Dashboard', 'PNP', 'Projetos', and 'Ferramentas ESPRO'. The bottom left corner shows the version 'Versão: 1.4.6'.

BANCO CENTRAL DO BRASIL Ambiente Produção | 6 de jul. de 2022 11:36:20

SECRE.BOROS SGPro - Sistema de Gerenciamento de Projetos

Detalhamento do projeto

Home / Projetos / Detalhamento do projeto

Projeto: Museu virtual

Gerente de projetos: KARLA SANTOS DE SA VALENTE **Und. resp.:** DEPEF **Diretoria:** DIREC

Responsável ESPRO: BIANCA VIANA KIVEL

Data início e fim da execução: 07/2021 a 07/2024 **Percentual conclusão:** 12% **Duração:** 36 meses **Orçamento total/gasto:** R\$ 141.600,00 / R\$ 0,00

Status: Em execução

Detalhamento do Projeto

- Informações gerais
- Mudanças
- Benefícios
- Escopo
- EAP
- Riscos
- Orçamento
- Cronograma
- Relatórios de status

Informações gerais

Projeto sigiloso: Não

Título do projeto: Primeiro museu virtual de economia da América do Sul

Nome reduzido: Museu virtual

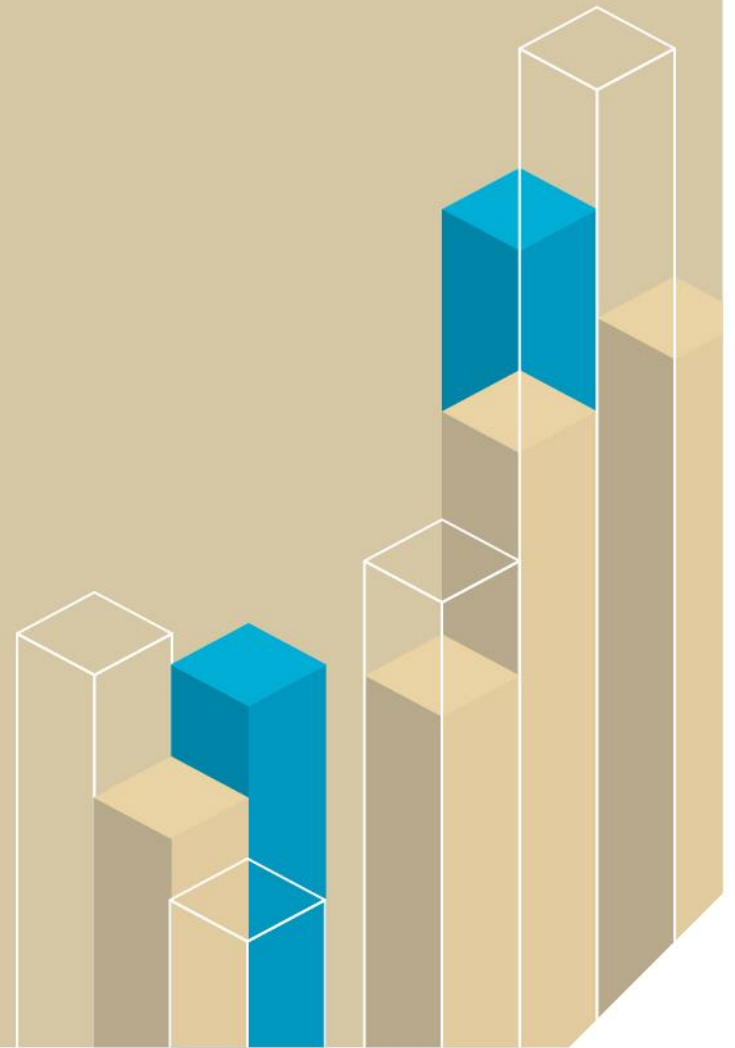
Número do PE: 184664

Duração Atual: 36

Versão: 1.4.6

TURNING POINT

July 2022



But what was the turning point?

- Completed maturity self-assessment:
 1. Detection of maturity gaps.
 2. Project "Maturity - Implementation" (2008-2011)
 3. Project "Maturity - Consolidation" (2011-2014)
 - Hiring of a project management consulting firm
 - Consolidation of the portfolio management methodology.
 - Training (development of project management culture)
 - Regular meetings of the project management community
 - Establishment of constant dialogue with decision makers.
 - Implementation of software

PAST	PRESENT
Few were familiar with the topic of "project management".	When talking about projects, all servers think of "corporate projects".
Access to a fund for exclusive use in the development of corporate projects.	We continue to have access to an exclusive budget for project development.
Rigid, complex and extensive methodology.	Malleable and objective (audited) methodology.
Focus on classic performance indicators: CPI and SPI.	Focus on benefit delivery and innovation hub.
Project portfolio with more than 100 projects.	Strategic portfolio (2022: 32 projects).
12 servers assigned to the PMO.	4 servers assigned in the PMO - high performance.
Good but complex software.	Software adapted to our needs (in house).
More controllers than solvers.	100% solvers team.



Thank you

Carolina Boros

carolina.boros@bcb.gov.br

Div. de Traducc.: CBC experience PMO implementation -

July 2022 (Eng)

22-07-2022

LO/IM/OERA

